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Proposed programme budget for the biennium 2014-2015*

Part IV
International cooperation for development

Section 10
Least developed countries, landlocked developing countries and small island developing States

(Programme 8 of the biennial programme plan for the period 2014-2015)**

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* A summary of the approved programme budget will be issued as A/68/6/Add.1.

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Overview

Table 10.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	7 693 600
New mandates and inter-component changes	2 561 000
Changes in line with General Assembly resolution 67/248	(190 000)
Total resource change	2 371 000
Proposal of the Secretary-General for 2014-2015[a]	10 064 600

[a] At 2012-2013 revised rates.

Table 10.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2012-2013	18	1 USG, 1 D-2, 1 D-1, 3 P-5, 5 P-4, 2 P-3, 1 P-2/1, 4 GS (OL)
New	10	3 P-5, 3 P-4, 2 P-3, 2 GS (OL) under subprogramme 1
Proposed for the biennium 2014-2015	28	1 USG, 1 D-2, 1 D-1, 6 P-5, 8 P-4, 4 P-3, 1 P-2/1, 6 GS (OL)

Overall orientation

10.1 The legislative authority for the programme derives from the following General Assembly resolutions: resolution 55/279, in which the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2001-2010, adopted at the Third United Nations Conference on the Least Developed Countries, held in Brussels in May 2001; resolution 56/227, by which the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, in accordance with the recommendations made by the Secretary-General in his report of 23 November 2001 (A/56/645 and Add.1 and Add.1/Corr.1 and 2); resolution 65/280, in which the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011-2020, adopted at the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul in May 2011; resolution 58/201, in which the Assembly endorsed the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the Almaty Declaration, adopted at the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation, held in Almaty in August 2003; resolution 63/2, by which the Assembly adopted the Declaration of the high-level meeting of its sixty-third session on the midterm review of the Almaty Programme of Action, held in New York in October 2008; and resolution 59/311, in which the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, adopted at the International Meeting to Review

Note: The following abbreviations are used in tables and charts: GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General.

the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, held in Port Louis in January 2005.

10.2 The mandate of the programme covers four main elements:

(a) The mobilization and coordination of international support and resources for the effective implementation of: (i) the Istanbul Programme of Action; (ii) the outcome of the 10-year review of the Almaty Programme of Action; and (iii) the Mauritius Strategy;

(b) Enhanced monitoring of and follow-up to the three programmes of action;

(c) Awareness-raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and their respective programmes of action;

(d) Reporting on the implementation of the programmes of action as effective tools for reaching the international development goals of the countries concerned.

10.3 The programme will also contribute to the achievement of the internationally agreed development goals, including those set out in the United Nations Millennium Declaration and in the outcomes of major United Nations conferences and international agreements. It will mobilize international support for its three groups of constituencies in terms of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender is an important dimension of the implementation of the three programmes of action.

10.4 The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes: subprogramme 1, Least developed countries; subprogramme 2, Landlocked developing countries; and subprogramme 3, Small island developing States.

10.5 With a view to addressing the objectives in each of the three main areas of endeavour, the Office of the High Representative will use a combination of the following approaches and strategies:

(a) Raising awareness about the concerns of the least developed countries, landlocked developing countries and small island developing States and urging that they be placed high on the global development cooperation agenda, so as to maintain the focus on their special needs and ensure that global economic governance, coherence and solidarity are brought to bear in addressing the problems and challenges relating to these three groups of vulnerable countries;

(b) Mobilizing international support and resources to help the three groups of countries overcome their vulnerabilities, build resilience and set themselves on a path of economically, socially and environmentally sustained and sustainable development;

(c) Monitoring and follow-up to foster supportive policies in groups of countries in special situations and their development partners in accordance with their respective programmes of action and other internationally agreed development goals;

(d) Working with the United Nations system and other international organizations, including regional organizations, the donor community and civil society, to ensure the mainstreaming of priorities identified in each of the three programmes of action;

(e) Supporting the effective participation of the least developed countries in intergovernmental processes, including through the articulation of their needs, concerns and interests, and continuing to make the case that the three groups of countries deserve special consideration and treatment in order to overcome their vulnerabilities;

(f) Building partnerships with a view to the implementation at the national, subregional, regional and global levels of the three programmes of action by establishing coordinating mechanisms. Regional and subregional organizations can play an important role in supporting the least developed countries, landlocked developing countries and small island developing States in the following areas: fostering and strengthening inter-country cooperation arrangements aimed at the exchange of experiences and technical cooperation among the least developed countries, landlocked developing countries and small island developing States, as well as with other developing and developed countries in the region; promoting cooperation or integration to improve transit transport and infrastructure development, facilitate the movement of people, goods and services, strengthen the development of multimodal transport and logistics services, including transit facilities, and allow for active participation in the process of globalization; and building the capacities of countries to mainstream the programmes of action into their national development strategies and to collect and analyse data for monitoring the implementation of the programmes of action;

(g) Monitoring and coordinating the implementation of specific actions and initiatives with a view to the establishment of efficient transit transport systems in landlocked and transit developing countries;

(h) Promoting South-South cooperation in various areas for the benefit of the countries in the three groups;

(i) Reaching out to all stakeholders, including by establishing partnerships with civil society and the private sector, to enhance support for the three groups of countries;

(j) Maximizing synergies among the three subprogrammes, given the common problems and challenges of the countries in the three groups, including their structural weaknesses, their vulnerability to external shocks, the small scale of their economies, their marginal positions in the world economy and their geographical disadvantages.

10.6 The Office of the High Representative carries out its activities in cooperation with other departments and offices of the Secretariat, entities of the United Nations system and entities external to the United Nations, including the system of national focal points for the implementation of the Istanbul Programme of Action. In particular, collaboration with the United Nations Conference on Trade and Development, the Department of Economic and Social Affairs and the regional commissions are of major importance to the Office in effectively carrying out its mandate. The United Nations Resident Coordinator system is instrumental in the country-level implementation of the three programmes of action.

10.7 In 2011, at the Fourth United Nations Conference, Member States adopted the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020. The main objective of the Programme of Action is to enable half of the least developed countries to reach the stage of graduation by 2020. The Istanbul Programme of Action, in its paragraph 155, states that the Office of the High Representative should continue to fulfil its functions to assist the Secretary-General for the effective follow-up and monitoring of the implementation of the Programme of Action and the full mobilization and coordination of all parts of the United Nations system, with a view to facilitating the coordinated implementation of and coherence in the follow-up and monitoring of the Programme of Action at the country, regional and global levels, and to assist in mobilizing international support and resources for the implementation of the Programme of Action. To this end, the Office should continue its awareness-raising and advocacy work in favour of the least developed countries in partnership with the relevant part of the United Nations, as well as with parliaments, civil society, the media, academia and foundations, and provide appropriate support for the group consultations of least developed countries.

10.8 The General Assembly, in its resolution 65/280, endorsed the Istanbul Programme of Action. Pursuant to the adoption of the Programme of Action, the Office of the High Representative, within the Inter-agency Consultative Group framework, has developed a road map highlighting the specific actions required of each stakeholder for the timely and effective implementation of the Programme of Action. The Inter-agency Consultative Group has also set up a number of separate inter-agency working groups to follow up on the implementation of concrete decisions, including by undertaking a joint gap and capacity analysis with a view to establishing a technology bank. Other working groups established relate to: (a) resource mobilization; (b) agriculture, food security and nutrition and rural development in the least developed countries; (c) social development; and (d) crisis mitigation and resilience-building. The Office has been supporting the activities of these inter-agency working groups.

10.9 In his report on ensuring the effective implementation of the functions of the Office of the High Representative and strengthening its capabilities and its effectiveness, as well as the effectiveness of the United Nations system support provided to least developed countries (A/67/262), of which the General Assembly took note in its resolution 67/220, the Secretary-General illustrated the new and expanded mandates of the Office of the High Representative that have emanated over the years from various legislative mandates as well as from new and emerging issues and processes. In the context of supporting the implementation of the Istanbul Programme of Action, the report emphasizes the need to raise international awareness about the special development challenges facing the least developed countries and to place them high on the global development cooperation agenda. To that end, it has entrusted the Office of the High Representative with carrying out substantive and analytical activities, including the preparation of publications and reports on the priority areas of the Programme of Action. This leverages the analytical strength of the United Nations system as a whole, so that the comparative advantage of each part of the system can be utilized to support such follow-up in a coordinated and coherent manner. The Office of the High Representative will take a lead in preparing substantive documents highlighting the priorities, challenges and opportunities for the least developed countries in relation to important issues under consideration by the General Assembly and the Economic and Social Council. The increased scope of the Istanbul Programme of Action, in terms of priority areas and the increased number of goals and targets, requires activities in those additional areas, for which increased inter-agency cooperation and advocacy are also needed. The Group of Least Developed Countries often meets to discuss a number of important issues regarding development and related fields, including new and emerging issues, and the Programme of Action reaffirms the mandate to provide appropriate support for the group consultations of the least developed countries. The report of the Secretary-General concludes that the new and expanded mandates require the strengthening of the Office of the High Representative, in particular in terms of facilitating, implementing, monitoring and reporting on the Istanbul Programme of Action.

10.10 Resolution 67/220, on follow-up to the Fourth United Nations Conference on the Least Developed Countries, contains provisions allowing for additional activities to be carried out by the Office of the High Representative in follow-up to the Istanbul Programme of Action, including additional activities pertaining to the following:

(a) Undertaking a joint gap and capacity analysis aimed at the establishment of a technology bank and a mechanism supporting science, technology and innovation dedicated to the least developed countries, building on existing international initiatives;

(b) Including the implementation of the Programme of Action as a standing item on the agenda of the Chief Executives Board for Coordination;

(c) Integrating the Inter-agency Consultative Group for least developed countries, led by the Office of the High Representative, into the High-level Committee on Programmes framework;

(d) Developing national policies and regulatory frameworks for stimulating foreign direct investment in the least developed countries and options and modalities for investment promotion regimes for the least developed countries;

(e) Integrating and implementing the Programme of Action at the country level;

(f) Integrating the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex), into the implementation of the Programme of Action;

(g) Ensuring particular attention to the least developed countries in all major United Nations conferences and processes;

(h) Fully reflecting the needs and priorities of the least developed countries in the post-2015 development agenda;

(i) Strengthening the coordination and monitoring of and follow-up to the implementation of the Programme of Action at the subregional and regional levels;

(j) Building resilience in the face of economic shocks and mitigating their effects.

10.11 Resolution 67/220 recognizes that over the years the responsibilities of the Office of the High Representative have increased considerably in terms of their scope and complexity and, in addition to its original mandate, the requirements for providing substantive and technical support to the least developed countries have increased. The resolution also underlines that the Office should be provided with adequate resources for the fulfilment of its mandate. The resolution thus justifies the need for the establishment of nine new posts at the Professional level (3 P-5, 3 P-4 and 3 P-3) and of two new General Service (Other level) posts to strengthen the capacity of the Office for the timely and effective implementation of the Istanbul Programme of Action, particularly with regard to facilitating, implementing, monitoring and reporting on the Programme of Action.

10.12 The focus on the follow-up to "The future we want" has also added substantively to the work of the Office with a view to ensuring that the special needs of the most vulnerable countries are fully taken into account, as it relates to least developed, landlocked developing countries and small island developing States, as well as to the post-2015 development agenda, the development of the sustainable development goals and climate change intergovernmental processes.

10.13 The General Assembly, in its resolution 67/222, entitled "Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation", decided to convene a comprehensive 10-year review conference on the implementation of the Almaty Programme of Action in 2014 and sessions of the intergovernmental preparatory committee in New York in January and April 2014. Pursuant to resolutions 66/214 and 67/222, the Office of the High Representative will act as the United Nations system-wide focal point for the preparations for the 10-year review conference in order to ensure effective, efficient and timely preparations for the Conference and to further mobilize and coordinate the active involvement of organizations of the United Nations system.

10.14 Furthermore, the General Assembly, in its resolution 67/207, on follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, reaffirmed the decision to convene in

2014 the third international conference on small island developing States, as called for in "The future we want", to build on the Barbados Programme of Action and the Mauritius Strategy, recognizing the importance of coordinated, balanced and integrated actions to address the sustainable development challenges facing small island developing States. It also decided that the national, regional, interregional and substantive preparations should be carried out in a most effective, well-structured and broad participatory manner and that, for this purpose, the Department of Economic and Social Affairs, through its Small Island Developing States Unit, the Office of the High Representative and the relevant agencies of the United Nations system, including regional commissions, should provide the necessary support to the conference and its preparatory process.

Overview of resources

10.15 The overall resources proposed for the biennium 2014-2015 for the present section amount to $10,064,600 before recosting, reflecting a net increase of $2,371,000 (or 30.8 per cent) compared with the 2012-2013 budget at revised rates. Resource changes result from two factors: (a) expanded mandates; and (b) resource changes in line with General Assembly resolution 67/248.

10.16 The distribution of resources is reflected in tables 10.3 and 10.4 below.

Table 10.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Technical adjustment (delayed impact and non-recurrent)*	*New mandates and inter-component changes*	*In line with resolution 67/248*	*Reflected in budget outline report[a]*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2014-2015 estimate*
A. Executive direction and management	2 549.2	2 657.6	–	80.1	–	–	80.1	3.0	2 737.7	94.1	2 831.8
B. Programme of work											
1. Least developed countries	2 847.7	3 201.4	–	1 958.3	(170.0)	–	1 788.3	55.9	4 989.7	1 633.9	6 623.6
2. Landlocked developing countries	1 326.6	1 172.5	–	316.2	(10.0)	–	306.2	26.1	1 478.7	47.5	1 526.2
3. Small island developing States	503.4	662.1	–	206.4	(10.0)	–	196.4	29.7	858.5	28.0	886.5
Subtotal, B	**4 677.7**	**5 036.0**	**–**	**2 480.9**	**(190.0)**	**–**	**2 290.9**	**45.5**	**7 326.9**	**1 709.4**	**9 036.3**
Subtotal	**7 226.9**	**7 693.6**	**–**	**2 561.0**	**(190.0)**	**–**	**2 371.0**	**30.8**	**10 064.6**	**1 803.5**	**11 868.1**

(2) *Extrabudgetary*

	2010-2011 expenditure	*2012-2013 estimate*	*2014-2015 estimate*
B. Programme of work	6 059.0	2 716.7	7.183.0
Subtotal	**6 059.0**	**2 716.7**	**7 183.0**
Total	**13 285.9**	**10 410.3**	**19 051.1**

[a] A/67/529 and Corr.1.

Table 10.4 **Post resources**

	Established regular budget		*Temporary*					
			Regular budget		*Extrabudgetary*		*Total*	
Category	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*
Professional and higher								
USG	1	1	–	–	–	–	1	1
D-2	1	1	–	–	–	–	1	1
D-1	1	1	–	–	–	–	1	1
P-5	3	6	–	–	–	–	3	6
P-4/3	7	12	–	–	–	–	7	12
P-2/1	1	1	–	–	–	–	1	1
Subtotal	**14**	**22**	**–**	**–**	**–**	**–**	**14**	**22**
General Service								
Other level	4	6	–	–	–	–	4	6
Subtotal	**4**	**6**	**–**	**–**	**–**	**–**	**4**	**6**
Total	**18**	**28**	**–**	**–**	**–**	**–**	**18**	**28**

Table 10.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Extrabudgetary*
A. Executive direction and management	27.2	–
B. Programme of work		
1. Least developed countries	49.6	66.0
2. Landlocked developing countries	14.7	34.0
3. Small island developing States	8.5	–
Total	**100.0**	**100.0**

New mandates and inter-component changes

10.17 Resources in the amount of $2,561,000 have been provided for: (a) the establishment of 11 proposed new posts (3 P-5, 3 P-4, 3 P-3 and 2 General Service (Other level)) to strengthen the Office's capacity to implement its expanded programme of work in order to follow up on the Fourth United Nations Conference on the Least Developed Countries, in line with resolution 67/220 ($2,038,400); (b) a non-recurrent provision for general temporary assistance, consultants and contractual services in support of the 10-year review conference on the implementation of the Almaty Programme of Action in 2014, in line with resolution 67/222 ($316,200); and (c) a non-recurrent provision for general temporary assistance, consultants and contractual services in support of the third international conference on small island and developing States in 2014, in line with resolution 67/207 ($206,400).

Changes in line with General Assembly resolution 67/248

10.18 Resource changes amounting to $190,000 are proposed in line with General Assembly resolution 67/248. The primary area of resource changes, amounting to $159,900, is outlined in table 10.6 below.

Table 10.6 **Primary areas of resource changes in line with General Assembly resolution 67/248**

Net reductions in inputs	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
Programme of work	**Redistribution of resources to other Professional staff**	–	–
Subprogramme 1	Total reduction: $159,900		
Reduction:			
1 P-3 Programme Officer	The post proposed for reduction would have been dedicated to strengthening the capacity of the Office of the High Representative for the implementation of the Istanbul Programme of Action in line with resolution 67/220, particularly in the areas of coordinating and monitoring. An effort would be made to redistribute the functions of the P-3 post among other Professional-level staff; however, the quality and content of the contribution made to the Chief Executives Board for Coordination and the High-level Committee on Programmes would be affected.		

Extrabudgetary resources

10.19 One of the functions of the Office of the High Representative relates to the mobilization of extrabudgetary resources for the implementation of the Istanbul Programme of Action, the Almaty Programme of Action and the outcome of its 10-year review conference, the Programme of Action for the Sustainable Development of Small Island Developing States ("Barbados Programme of Action"), the Mauritius Strategy and the outcome of the third international conference for small island developing States, as well as other initiatives for least developed countries, landlocked developing countries and small island developing States.

10.20 After the Fourth United Nations Conference on the Least Developed Countries, held in May 2011, the Office of the High Representative developed a new donor strategy, consisting of project proposals on leveraging the contribution of the least developed country stakeholders to the implementation and monitoring of the Istanbul Programme of Action for the years 2012-2015. It was sent to more than 30 potential contributors. The Office of the High Representative held bilateral consultations with potential contributors, including traditional donors and other development partners, during the fourth quarter of 2012 and early in 2013. During the biennium 2010-2011, the Office was able to raise more than $6 million for the preparations for and holding of the Fourth United Nations Conference on the Least Developed Countries. In 2012, $378,000 was raised for follow-up to and the mainstreaming of the Programme of Action, owing to the late start of the fundraising activities. On the basis of new donor strategy grounded in the enhanced mandate, the Office will mobilize extrabudgetary resources in the run-up to the midterm review of the implementation of the Programme of Action, which is expected to be conducted in 2016. For the biennium 2014-2015, the goal of the fundraising activities will be to raise a total of $4,740,000 in contributions, which would be in line with what was raised in 2010-2011 in support of the preparations for and holding of the Fourth United Nations Conference on the Least Developed Countries.

10.21 As highlighted in the report of the Secretary-General on ensuring the effective implementation of the functions of the Office of the High Representative and strengthening its capabilities and its effectiveness, as well as the effectiveness of the United Nations system support provided to least developed countries (A/67/262), the voluntary contributions to the trust fund in support of activities undertaken by the Office are used to conduct worldwide campaigns and advocacy activities in support of the implementation of the Istanbul Programme of Action and to effectively engage all relevant stakeholders, including private sector and civil society representatives, parliamentarians and foundations, with the implementation of the Programme of Action. The trust fund resources are also used to finance the participation of national focal points from the least developed countries in the annual review meetings on the implementation of the Programme of Action by the Economic and Social Council, as well as in seminars and workshops organized by the Office.

10.22 With regard to landlocked developing countries, the Office of the High Representative has prepared a resource mobilization strategy with the objective of raising the awareness of and obtaining financial support from the international community with respect to the critical challenges facing landlocked developing countries. The voluntary contributions to the trust fund in support of activities related to the preparations for and organization of the International Ministerial Conference of Landlocked and Transit Developing Countries and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation will be used for the preparations for and organization of a comprehensive 10-year review conference on the implementation of the Almaty Programme of Action in 2014, the meetings of the intergovernmental preparatory committee and thematic pre-conference events; travel of government officials from landlocked developing countries, consultants, members of

academia and private sector representatives; follow-up activities in connection with the promotion of the intergovernmental agreement on the Trans-African Highway; and advocacy and outreach campaigns. In 2012, the Office was able to mobilize $150,000, which has been used to support activities for landlocked developing countries, in particular funding studies, workshops and advocacy missions. During the biennium 2014-2015, resource mobilization efforts will be aimed at securing a total of $2,443,000 in voluntary contributions, mainly in support of the preparatory process for and organization of the 10-year review conference.

10.23 Projected extrabudgetary resources would amount to $7,183,000 for the biennium 2014-2015, based on the new donor strategy. A net increase of $4,466,300 for the biennium 2014-2015 compared with the revised estimate of $2,716,700 for the biennium 2012-2013 reflects increased requirements owing to follow-up activities in support of the implementation of the Istanbul Programme of Action and of the 10-year review conference on the implementation of the Almaty Programme of Action and its preparatory process. In addition, the Office experienced an increase of $1,230,700 in the estimated extrabudgetary resources for the biennium 2012-2013, as a result of successful initial resource mobilization activities in line with the new donor strategy, owing to increased resources for the travel of representatives; activities to enhance parliamentary support for the implementation of the Istanbul Programme of Action; and preparatory events for the 10-year review conference on the implementation of the Almaty Programme of Action.

Other information

10.24 The Office of the High Representative has sought to maximize efficiency by enhancing collaboration among the subprogrammes. For example, the terms of reference used in the commissioning of consultancies often include data and analyses not only for the least developed countries, but also for landlocked developing countries and small island developing States. In addition, thematic studies often cover more than one category of country.

10.25 The mandate of the Office of the High Representative for system-wide coordination on issues relating to the least developed countries, landlocked developing countries and small island developing States has been carried out effectively, especially in terms of mobilizing all agencies in support of the three programmes of action under that mandate. The Office and several United Nations and other entities have jointly implemented many advocacy, capacity-building and resource mobilization activities and continue to do so. Furthermore, with a view to maximizing efficiency in the fulfilment of its mandates, the Office has increasingly made use of videoconferencing to facilitate consultations with and deliver outputs to Member States and United Nations and other entities. The Office will continue to use videoconferencing and other information and communications technology tools.

10.26 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation would amount to $285,800 (equivalent to four work-months at the D-2 level, one work-month at the D-1 level, two and a half work-months at the P-5 level and 16 work-months at the P-4 level).

10.27 The issuance of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 10.7 below and as reflected in the output information for each subprogramme.

Table 10.7 **Summary of publications**

	2010-2011 actual			2012-2013 estimate			2014-2015 estimate		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	10	–	–	8	–	2	–	–	12
Non-recurrent	1	–	–	–	–	8	2	16	5
Total	**11**	**–**	**–**	**8**	**–**	**10**	**2**	**16**	**17**

A. Executive direction and management

Resource requirements (before recosting): $2,737,700

10.28 The High Representative is responsible for the overall leadership and direction of the Office in the implementation of its mandates and its approved programme of work. He engages in high-level consultations with Member States, organizations of the United Nations system, multilateral financial institutions and civil society groups; approves reports; and assists the Economic and Social Council and the General Assembly in their reviews and assessments of progress achieved in the implementation of the programmes of action for the three groups of countries.

10.29 The Office assists the High Representative in carrying out his responsibilities and provides overall administrative support services related to the programme of work.

Table 10.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed and supported by staff and financial resources	(a) (i) Timely delivery of outputs and services *Performance measures* 2010-2011: 90 per cent of outputs are delivered within established deadlines Estimate 2012-2013: 92 per cent of outputs are delivered within established deadlines Target 2014-2015: 92 per cent of outputs are delivered within established deadlines

	(ii) Efficient and effective utilization of resources *Performance measures* 2010-2011: 98 per cent expenditure compared with funds available Estimate 2012-2013: 98 per cent expenditure compared with funds available Target 2014-2015: 98 per cent expenditure compared with funds available
(b) Increased timeliness of submission of documentation	(b) Increased percentage of pre-session documents submitted by the required deadline *Performance measures* 2010-2011: 90 per cent Estimate 2012-2013: 92 per cent Target 2014-2015: 94 per cent
(c) Increased awareness of the special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations	(c) Increased number of statements, declarations, resolutions and decisions whereby Member States address issues that have been brought to their attention *Performance measures* 2010-2011: 34 statements Estimate 2012-2013: 36 statements Target 2014-2015: 38 statements

External factors

10.30 The executive direction and management component is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is continuous political will on the part of the donor community to assist the three groups of countries in the implementation of the programmes of action; and (b) Member States actively participate in the relevant meetings of the Economic and Social Council, the Second Committee of the General Assembly and other intergovernmental bodies.

Outputs

10.31 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: annual sessions of the General Assembly (2); annual sessions of the Economic and Social Council (2);

(ii) Substantive servicing of the inter-agency machinery and special initiatives of the Secretary-General: United Nations Development Group (2); Executive Committee on Economic and Social Affairs (4); High-level Committee on Programmes of the Chief Executives Board for Coordination (2); task forces of the Secretary-General (2);

(iii) Substantive contributions to global conferences and forums (20);

(b) Other substantive activities (regular budget):

(i) Press releases and press conferences on issues of concern to the least developed countries, landlocked developing countries and small island developing States (10);

(ii) Sessions on the project on mainstreaming the programmes of action on the least developed countries, landlocked developing countries and small island developing States into the work programmes of organizations of the United Nations system (2);

(c) Administration, oversight (regular budget):

(i) Programme planning, budget, accounts: coordination and preparation of the relevant programme of the biennial programme plan; coordination and preparation of the relevant section of the proposed programme budget;

(ii) Evaluation: coordination and quality assurance in relation to the biennial evaluations of programme performance.

10.32 The distribution of resources for executive direction and management is reflected in table 10.9 below.

Table 10.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	2 041.0	2 041.0	6	6
Non-post	616.6	696.7	–	–
Subtotal	**2 657.6**	**2 737.7**	**6**	**6**
B. Extrabudgetary	–	–	–	–
Total	**2 657.6**	**2 737.7**	**6**	**6**

10.33 The amount of $2,737,700 comprises: (a) $2,041,000 for the continuation of six posts (1 Under-Secretary-General, 1 D-2, 1 P-5 and 3 General Service (Other level)); and (b) $696,700 for non-post requirements. The increase of $80,100 reflects requirements for standard common service costs associated with 10 new posts (3 P-5, 3 P-4, 2 P-3 and 2 General Service (Other level)) proposed under subprogramme 1 for the biennium 2014-2015.

B. Programme of work

10.34 The distribution of resources by subprogramme is reflected in table 10.10 below.

Table 10.10 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
1. Least developed countries	3 201.4	4 989.7	7	17
2. Landlocked developing countries	1 172.5	1 478.7	3	3
3. Small island developing States	662.1	858.5	2	2
Subtotal	**5 036.0**	**7 326.9**	**12**	**22**
B. Extrabudgetary	2 716.7	7 183.0	–	–
Total	**7 752.7**	**14 509.9**	**12**	**22**

Subprogramme 1
Least developed countries

Resource requirements (before recosting): $4,989,700

10.35 Substantive responsibility for this subprogramme is vested in the Least Developed Countries Unit. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 8 of the biennial programme plan for the period 2014-2015.

Table 10.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable the least developed countries to reduce their vulnerabilities and build resilience to achieve the Millennium Development Goals and other internationally agreed development goals, including graduation from the list of least developed countries, and mobilize international support for their sustained, equitable and inclusive economic growth and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened partnership between the least developed countries and development partners	(a) (i) Increased number of development partners fulfilling their official development assistance commitments to the least developed countries *Performance measures* 2010-2011: 10 countries providing more than 0.15 per cent of their gross national income as official development assistance to the least developed countries

	Estimate 2012-2013: 11 countries providing more than 0.15 per cent of their gross national income as official development assistance to the least developed countries Target 2014-2015: 12 countries providing more than 0.15 per cent of their gross national income as official development assistance to the least developed countries (ii) Increased number of trading partners of the least developed countries implementing duty-free and quota-free market access *Performance measures* 2010-2011: 32 countries providing duty-free and quota-free market access to least developed countries Estimate 2012-2013: 33 countries providing duty-free and quota-free market access to the least developed countries Target 2014-2015: 35 countries providing duty-free and quota-free market access to the least developed countries
(b) Timely and effective implementation of the Istanbul Programme of Action	(b) (i) Increased number of the least developed countries meeting the criteria for graduation *Performance measures* 2010-2011: 4 countries Estimate 2012-2013: 5 countries Target 2014-2015: 6 countries (ii) Increased number of the least developed countries mainstreaming provisions of the Istanbul Programme of Action into their national development strategies *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 15 countries Target 2014-2015: 25 countries

	(iii) Increased number of the least developed countries involving relevant stakeholders, including parliaments, civil society and the private sector, in the implementation and monitoring of the Istanbul Programme of Action *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 25 countries Target 2014-2015: 30 countries
(c) Enhanced coordination among the entities of the United Nations system and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries	(c) (i) Increased number of entities of the United Nations system and other international and multilateral organizations that provide support to the least developed countries and report on their activities *Performance measures* 2010-2011: 20 entities Estimate 2012-2013: 28 entities Target 2014-2015: 30 entities (ii) Increased number of joint activities that have a direct and positive impact on the least developed countries, including task forces, workshops, seminars, panels, briefings and publications *Performance measures* 2010-2011: 30 activities Estimate 2012-2013: 32 activities Target 2014-2015: 33 activities

External factors

10.36 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the least developed countries and their development partners are fully committed to the effective implementation of the Istanbul Programme of Action; (b) the security and political situation in the least developed countries is conducive to the implementation of the Istanbul Programme of Action; (c) the world economic situation is conducive to the implementation of the Istanbul Programme of Action; and (d) adequate external financial resources are made available to support the least developed countries.

Outputs

10.37 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: substantive servicing of the plenary meetings and meetings of the Second Committee (6); substantive servicing of informal consultations of the Second Committee (20); coordinating the preparations for the midterm review of the Istanbul Programme of Action (4); supporting the regional review meetings (4);

b. Parliamentary documentation: annual progress reports to the Assembly on the implementation of the Istanbul Programme of Action (2); options and modalities of investment promotion regimes for the least developed countries (1); progress report on the implementation of smooth transition measures (1);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: annual reviews of the implementation of the Istanbul Programme of Action during the general segment of the substantive session (4); servicing of informal consultations of the Council (14);

b. Parliamentary documentation: annual progress reports on the implementation of the Istanbul Programme of Action (2);

(iii) Annual ministerial meetings of the least developed countries: substantive servicing of the meetings (2); substantive servicing of consultations on outcomes of ministerial meetings (6);

(iv) Substantive servicing of the inter-agency machinery and special initiatives of the Secretary-General: the Chief Executives Board for Coordination (2); the High-level Committee on Programmes (2); the post-2015 development agenda process (2); meetings of the Inter-agency Consultative Group for least developed countries (4);

(b) Expert groups, rapporteurs, depository services:

Assistance to representatives, rapporteurs: servicing the meetings of the Group of Least Developed Countries (20); servicing of meetings of the working groups of the Group of Least Developed Countries (42);

(c) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: publication on thematic issues relating to the Istanbul Programme of Action (2); newsletters of the Office of the High Representative (8); publication on best practices in implementing the Istanbul Programme of Action at the national level (1); publication on progress made in the implementation of the Istanbul Programme of Action by organizations of the United Nations system (Open Forum for Partnership) (1);

(ii) Non-recurrent publications: publication on the priorities of the least developed countries included in the post-2015 development agenda (1); publication on food security and rural development in the least developed countries (1); publication on the integration of the Istanbul Programme of Action into the United Nations Conference on Sustainable Development (1); publication on building the resilience of the least developed countries to economic shocks and mitigating their effects (1); think pieces and background notes on issues of high relevance to the least developed countries,

including in the areas of productive capacity, investment promotion, agriculture, gender mainstreaming, financing for development and climate change adaptation (16);

(iii) Booklets, fact sheets, wall charts, informational kits: informational materials pertaining to a global outreach campaign promoting the Istanbul Programme of Action for the least developed countries (1); press releases on issues relating to the least developed countries (8); online information on the support provided by the United Nations system to the least developed countries in the area of South-South cooperation (1); online information on the actions taken by the United Nations system to mainstream the Istanbul Programme of Action at the country level (1);

(iv) Special events: ministerial round tables (2); workshops for national focal points (2); meetings of the Open Forum for Partnership to further the implementation of the Istanbul Programme of Action (2); non-governmental organization forum (1); expert meeting and consultations on a technology bank and a mechanism for supporting science, technology and innovation (2); round tables for parliamentarians on the role of parliaments in implementing the Istanbul Programme of Action (2); support for the Global Business Partnership Forum aimed at the development of the least developed countries (1); ministerial review meeting on the implementation and monitoring of and follow-up to the Istanbul Programme of Action (1); press conferences on issues relating to the least developed countries (4); regional expert group meetings in selected least developed countries on best practices utilized and challenges faced in the implementation of the Istanbul Programme of Action (2); briefings to Member States on the work of the Office of the High Representative (6).

Subprogramme 2
Landlocked developing countries

Resource requirements (before recosting): $1,478,700

10.38 Substantive responsibility for this subprogramme is vested in the Landlocked Developing Countries Unit. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 8 of the biennial programme plan for the period 2014-2015.

Table 10.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable landlocked developing countries to increase their participation in the global trading system and move closer to achieving the internationally agreed development goals, including the Millennium Development Goals, by effectively addressing challenges caused by their geographical disadvantage and successfully organizing the 10-year review conference of the Almaty Programme of Action

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress towards establishing efficient transit transport systems and reducing trade transaction costs	(a) Increased number of specific initiatives, such as the standardization and simplification of procedures for border crossing and the formulation and amendment of transit traffic agreements, taken by landlocked and transit developing countries

	Performance measures 2010-2011: 5 activities Estimate 2012-2013: 7 activities Target 2014-2015: 10 activities
(b) Successful preparation and organization of the 10-year review of the Almaty Programme of Action through better inter-agency collaboration and partnerships	(b) (i) Increased number of joint initiatives undertaken by the United Nations system and international organizations that have a direct and positive impact on landlocked developing countries, including substantive, technical and financial assistance *Performance measures* 2010-2011: 10 joint activities Estimate 2012-2013: 15 joint activities Target 2014-2015: 18 joint activities (ii) Adoption of an action-oriented programme of action, an action-oriented declaration and action-oriented resolutions to assist landlocked developing countries to effectively participate in the global trading system *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: adoption of the Programme of Action

External factors

10.39 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the landlocked and transit developing countries and their development partners are fully committed to the effective implementation of the Almaty Programme of Action, aimed at addressing the special needs of landlocked developing countries; and (b) development partners, the United Nations and relevant international and regional organizations are willing to collaborate to support landlocked developing countries.

Outputs

10.40 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: substantive servicing of the plenary meetings and other meetings of the Second Committee (6); substantive servicing of the informal consultations of the General Assembly (12);

b. Parliamentary documentation: reports on progress made in the implementation of the Almaty Programme of Action (2);

(ii) Ten-year review conference on the implementation of the Almaty Programme of Action:

a. Substantive servicing of meetings: substantive servicing of the meetings of the intergovernmental preparatory committee (8); substantive servicing of the 10-year review conference on the implementation of the Almaty Programme of Action (10); pre-conference thematic and sectoral meetings (6);

b. Parliamentary documentation: review report on the implementation of the Almaty Programme of Action, 2003-2013 (1); reports on the meetings of the intergovernmental preparatory committee (2); report on the 10-year review conference (1);

(iii) Annual ministerial meetings of the landlocked developing countries: substantive servicing of meetings (2);

(iv) Ad hoc expert groups: enhancing productive capacity and diversification for landlocked developing countries (1);

(v) Substantive support for the bureau of the Group of Landlocked Developing Countries and servicing of the meetings of the Group (12);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Non-recurrent publications: enhancing productive capacity and diversification for landlocked developing countries (1); handbook on trade negotiations for landlocked developing countries (1);

(ii) Booklets, fact sheets, wall charts, informational kits: informational materials for the 10-year review conference on the implementation of the Almaty Programme of Action for landlocked developing countries (1); press releases on issues relating to landlocked developing countries (8); statistical indicators for monitoring the implementation of the Almaty Programme of Action (1);

(iii) Special events: Inter-agency Consultative Group meeting on the landlocked and transit developing countries (3); ministerial round tables on follow-up to the Almaty Programme of Action (2); press conferences on issues relating to landlocked developing countries (4);

(iv) Field projects: promotion of the regional intergovernmental agreement on the Trans-African Highway (1); enhancing the analytical capacity of the International Think Tank for Landlocked Developing Countries (4).

Subprogramme 3
Small island developing States

Resource requirements (before recosting): $858,500

10.41 Substantive responsibility for this subprogramme is vested in the Small Island Developing States Unit. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 8 of the biennial programme plan for the period 2014-2015.

Table 10.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable small island developing States to attain sustainable development through the successful implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and the successful review of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased recognition and awareness of the special case of small island developing States and their vulnerabilities during the review process of the Barbados Programme of Action and the Mauritius Strategy at the national, regional and global levels	(a) (i) Increased number of declarations, resolutions and decisions adopted at the global and regional levels in favour of the small island developing States *Performance measures* 2010-2011: not applicable Estimate 2012-2013: not applicable Target 2014-2015: 5 (ii) Increased number of advocacy activities that have a direct and positive impact on small island developing States, including capacity-building workshops, meetings, briefings and publications *Performance measures* 2010-2011: 5 advocacy activities Estimate 2012-2013: 6 advocacy activities Target 2014-2015: 8 advocacy activities
(b) Enhanced international support to small island developing States in implementing the outcomes of the Barbados Programme of Action and the Mauritius Strategy to enable them to adequately adapt to climate change	(b) Increased number of development partners that publicly/officially pledge support for small island developing States programmes under the climate change long-term financing initiative

	Performance measures 2010-2011: 5 partners Estimate 2012-2013: 10 partners Target 2014-2015: 13 partners
(c) Enhanced inter-agency collaboration and partnerships in support of the small island developing States	(c) Increased number of joint programmes and activities that have a direct and positive impact on small island developing States, including capacity-building workshops and technical and financial assistance *Performance measures* 2010-2011: 6 joint programmes and activities Estimate 2012-2013: 7 joint programmes and activities Target 2014-2015: 8 joint programmes and activities

External factors

10.42 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the small island developing States and their development partners are fully committed to the effective implementation of the Barbados Programme of Action, the Mauritius Strategy and the outcome of the third international conference on small island developing States; (b) the socioeconomic and political environment in the small island developing States is conducive to the implementation of the globally agreed development strategies of the small island developing States; and (c) development partners make available adequate financial resources and other measures for supporting the small island developing States, taking into consideration uncertainties and the possible medium- to long-term negative impact of the financial, sovereign debt and other crises.

Outputs

10.43 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: parliamentary documentation: inputs to the annual reports on progress made in the implementation of the Mauritius Strategy and progress made in the implementation of the outcome of the third international conference on small island developing States (2); inputs to the annual reports on oceans and the law of the sea as it pertains to small island developing States (2);

(ii) Ad hoc expert groups: consultation with the United Nations system and other relevant organizations, civil society and the private sector to enhance partnerships in regions comprising small island developing States (1);

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: publication on the coordination of entities of the United Nations system and other relevant organizations to enhance civil society and private sector partnerships in regions comprising small island developing States (1);

(ii) Booklets, fact sheets, wall charts, informational kits: materials on implementing the Barbados Programme of Action, the Mauritius Strategy and the outcome of the third international conference on small island developing States (4); press releases on issues relating to small island developing States (4);

(iii) Special events: open discussion on the outcome of the third international conference on small island developing States and its possible implications for the post-2015 development agenda (1); open discussion on the impact of the outcomes of meetings on climate change in the context of the implementation of the outcome of the third international conference on small island developing States (1); press conferences on issues relating to small island developing States (4).

10.44 The distribution of resources for subprogrammes 1 to 3 is reflected in table 10.14 below.

Table 10.14 **Resource requirements: subprogrammes 1 to 3**

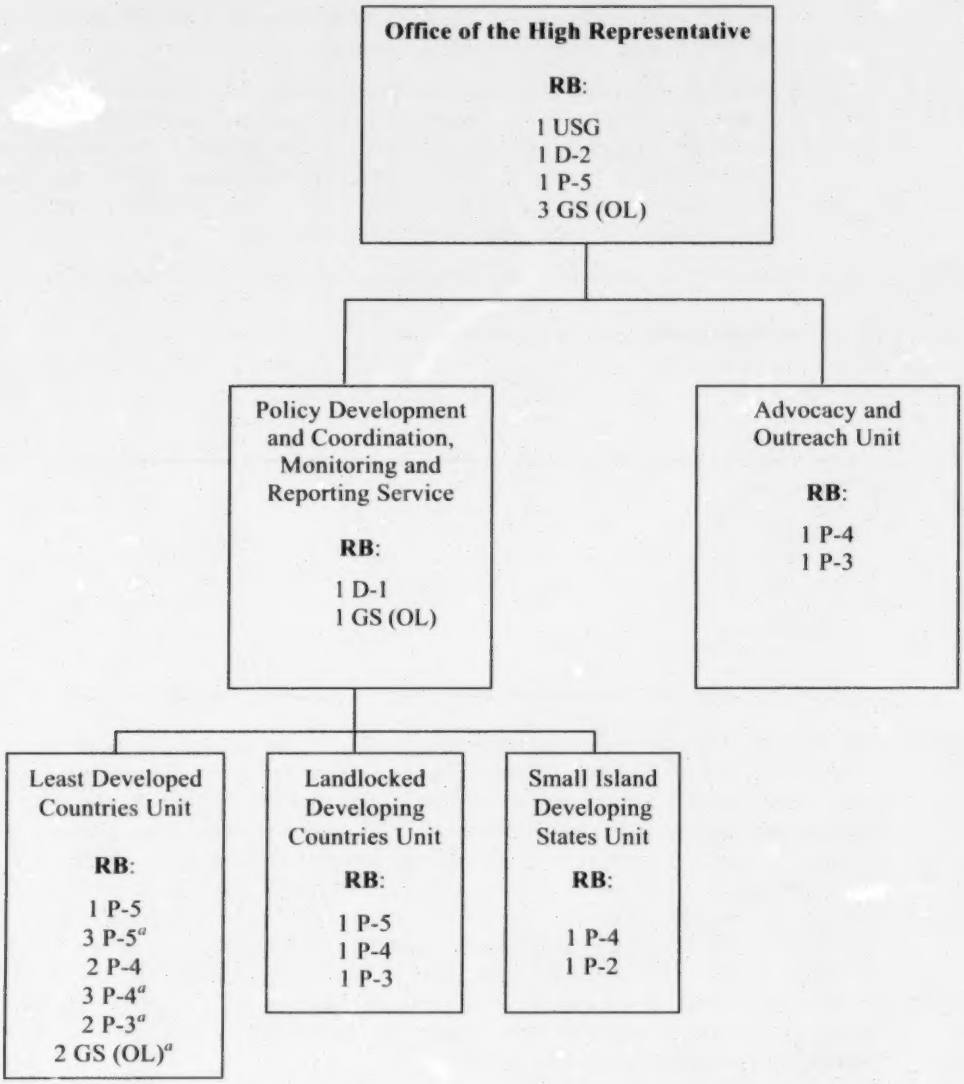
	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	4 093.8	5 892.2	12	22
Non-post	942.2	1 434.7	–	–
Subtotal	**5 036.0**	**7 326.9**	**12**	**22**
B. Extrabudgetary	2 716.7	7 183.0	–	–
Total	**7 752.7**	**14 509.9**	**12**	**22**

10.45 The amount of $7,326,900 comprises: (a) $5,892,200 for the continuation of 12 posts (1 D-1, 2 P-5, 5 P-4, 2 P-3, 1 P-2 and 1 General Service (Other level)) and 10 proposed new posts (3 P-5, 3 P-4, 2 P-3 and 2 General Service (Other level)); and (b) $1,434,700 for other staff costs, the engagement of consultants and experts, travel of staff and contractual services. The increase of $1,798,400 under posts relates to the proposed establishment of 10 new posts under subprogramme 1 to strengthen the capacity of the Office of the High Representative to implement its expanded programme of work for the follow-up to the Fourth United Nations Conference on the Least Developed Countries, in line with resolution 67/220. These comprise two posts of Senior Economic Affairs Officer (P-5), one post of Senior Programme Officer (P-5), two posts of Programme Officer (P-4), one post of Economic Affairs Officer (P-4), one post of Economic Affairs Officer (P-3), one post of Advocacy and Outreach Officer (P-3) and two posts of Office Assistant (General Service (Other level)).

10.46 The increase of $492,500 under non-post requirements relates to the non-recurrent provision under general temporary assistance, consultants and contractual services in support of the 10-year review conference on the implementation of the Almaty Programme of Action to be held in 2014, in line with resolution 67/222 ($316,200), and the third international conference on small island and developing States to be organized in 2014, in line with resolution 67/207 ($206,400), offset in part by the reduction of $30,100 under general temporary assistance, in line with resolution 67/248.

Annex I

Organizational structure and post distribution for the biennium 2014-2015



[a] New.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/64/7)	
The Advisory Committee would welcome a detailed description of the new donor strategy of the Office of the High Representative and looks forward to that description in the proposed programme budget for the biennium 2012-2013 (para. IV.24).	In follow-up to the Fourth United Nations Conference on the Least Developed Countries, held in May 2011, the Office discussed a new donor strategy, which is described in paragraphs 10.19 to 10.23 of the present document.
Office of Internal Oversight Services (A/65/266)	
Each programme covered by the thematic evaluation of gender mainstreaming in the United Nations Secretariat should reinforce its commitment to gender mainstreaming and strengthen its results focus by ensuring that it has developed and disseminated a programme-level gender mainstreaming action plan that is consistent with its strategic framework and contains desired outcomes and indicators for each subprogramme (recommendation 2).	The Office held a gender mainstreaming workshop for its staff on 2 December 2011. The workshop was supported by the Office of Human Resources Management, which provided the venue and the consultant who facilitated the training session. At the workshop, staff members identified activities that each of the subprogrammes could undertake in order to mainstream gender into its work programme during the next biennium (2012-2013). The Office developed a gender mainstreaming action plan that is now being implemented. The Office also developed a guide to assist staff members in mainstreaming gender into their daily work.

Annex III

Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015

A/66/6 (Sect. 10), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
10.24 (b) (iii)	World Statistics Pocketbook: Least Developed Countries	1	Statistical data on the least developed countries is now provided online by various United Nations and other organizations in a timely manner, and is provided in the annex to the annual report of the Secretary-General on the implementation of the Istanbul Programme of Action
10.27 (b) (ii)	World Statistics Pocketbook: Landlocked Developing Countries	1	Relevant up-to-date statistical data on landlocked developing countries is provided in the annex to the annual report of the Secretary-General on the implementation of the Almaty Programme of Action
10.30 (b) (ii)	World Statistics Pocketbook: Small Island Developing States	1	Relevant up-to-date statistical data on small island developing States is provided in the annex to the annual report of the Secretary-General on the implementation of the Mauritius Strategy
Total		**3**	

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Proposed programme budget for the biennium 2014-2015*

Part IV
International cooperation for development

Section 11
United Nations support for the New Partnership for Africa's Development

(Programme 9 of the biennial programme plan for the period 2014-2015)**

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* A summary of the approved programme budget will be issued as A/68/6/Add.1.
** A/67/6/Rev.1.

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Annexes***

I. Organizational structure and post distribution for 2014-2015 20

II. Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015 21

*** The present report does not contain an annex on follow-up action taken to implement relevant recommendations of the oversight bodies, given that no such recommendations are outstanding.

Overview

Table 11.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	13 299 500
Changes in line with General Assembly resolution 67/248	(127 900)
Total resource change	(127 900)
Proposal of the Secretary-General for 2014-2015[a]	13 171 600

[a] At 2012-2013 revised rates.

Table 11.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2012-2013	35	1 USG, 1 D-2, 2 D-1, 4 P-5, 7 P-4, 10 P-3, 1 GS (PL), 8 GS (OL), 1 LL
Proposed for the biennium 2014-2015	35	1 USG, 1 D-2, 2 D-1, 4 P-5, 7 P-4, 10 P-3, 1 GS (PL), 8 GS (OL), 1 LL

Overall orientation

11.1 The programme was established following the final review and appraisal of the New Agenda for the Development of Africa in the 1990s in 2002. As a result of that review, the General Assembly, by its resolution 57/7, brought to a close the New Agenda and endorsed the New Partnership for Africa's Development (NEPAD)[1] as the framework for the international community's support to African development. In its resolution 57/7, the Assembly also outlined the substantive areas and modalities for providing such support, inter alia, underscoring the need for a structure in the Secretariat in New York to review and report on the support provided by the United Nations system and the international community for the New Partnership, and on the coordinated implementation of outcomes of summits and conferences as they relate to Africa, as well as to coordinate global advocacy in support of the New Partnership. In addition, the Assembly welcomed the actions being taken at the regional level by the Economic Commission for Africa (ECA) to organize the activities of the United Nations system around thematic clusters covering the priority areas of the New Partnership and, in that regard, urged the strengthening of this process as a means of enhancing the effective response of the United Nations system in support of the New Partnership. Prior to the adoption of resolution 57/7, the Economic and Social Council in its resolution 1998/46 provided the imperative for holding regular inter-agency meetings in each region to improve coordination among United Nations system organizations. Over the years, the consultative meetings gave way to the establishment of a formal, full-fledged mechanism. The Regional Coordination Mechanism of United Nations system organizations working in Africa, convened by ECA, has become the mechanism for enhancing United Nations system-wide coherence, coordination and cooperation at the regional and subregional levels to "Delivering as one" in support of the African Union and its NEPAD programme, including the African Peer Review Mechanism. Finally, the Assembly, in its

Note: The following abbreviations are used in tables and charts: USG, Under-Secretary-General; GS, General Service; LL, Local level; OL, Other level; PL, Principal level; RB, regular budget; XB, extrabudgetary.

[1] NEPAD was formally adopted by the Heads of State and Government of the Organization of African Unity at its thirty-seventh ordinary session, held in Lusaka in July 2001.

resolution 57/7, called upon the United Nations system to enhance its advocacy role and public information activities in support of Africa's development. Subsequently, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to that Office the role of coordinating both reports and advocacy in support of NEPAD. In subsequent resolutions, the Assembly reaffirmed the role of the Office in supporting NEPAD.

11.2 At the World Summit, held at the United Nations in September 2005 (see General Assembly resolution 60/1), world leaders reaffirmed their commitment to addressing the special needs of Africa, the only continent not on track to meet any of the goals of the United Nations Millennium Declaration (see General Assembly resolution 55/2) by 2015. The New Partnership includes a commitment to achieving the Millennium Development Goals, which represents an important linkage with the Millennium Declaration. NEPAD thus substantially reflects the priorities in terms of meeting the special needs of Africa as set out in the Millennium Declaration. Consequently, through its support to NEPAD, the programme will contribute substantively to the implementation of the Millennium Development Goals in Africa, especially in the light of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, held at United Nations Headquarters in September 2010, where world leaders recognized that more attention should be given to Africa. At its twelfth session, the Regional Coordination Mechanism recommended close collaboration between the secretariat of the Regional Coordination Mechanism and the secretariat for the Millennium Development Goals Africa Working Group starting in 2012.

11.3 On 22 September 2008, at the High-level meeting on Africa's development needs, held at United Nations Headquarters, the General Assembly, in its resolution 63/1, adopted the political declaration on Africa's development needs and called upon the Secretary-General to submit to the Assembly a comprehensive report on "Africa's development needs: state of implementation of various commitments, challenges and the way forward". In compliance with paragraph 39 of the political declaration, the report of the Secretary-General entitled "A monitoring mechanism to review commitments towards Africa's development needs" (A/65/165) was submitted to the Assembly. The improved monitoring mechanism will involve formal periodic reviews, either under the aegis of the General Assembly in the context of its agenda item on the New Partnership for Africa's Development or as a subsegment of the Development Cooperation Forum, which is held every other year under the purview of the Economic and Social Council, to be dedicated exclusively to issues on Africa.

11.4 In implementing the programme, particular attention will be given to addressing the needs of the least developed countries, the majority of which are in Africa. In that regard, the programme will strengthen its collaboration with other United Nations agencies and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to mainstream the Istanbul Programme of Action for the Least Developed Countries at the national level. It will be achieved through the programme's direct link with the NEPAD programme and regional economic communities, which are implementing the components of the African Union Commission.

11.5 A major barrier to Africa's development has been the persistence of conflicts in some of the countries of the region. The need to develop a comprehensive response to promoting peace and security and development has long been recognized and was articulated in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). In its resolution 63/304, the General Assembly requested the Secretary-General to submit a report on the outcome of a comprehensive review of the recommendations contained in the original report, as well as of the commitments made, the actions taken, the progress achieved and the lessons learned since 1998. Following the comprehensive review (A/65/152-S/2010/526), the Assembly, in its resolution 65/278, noted the completion of the review and requested the Secretary-General to continue to monitor and report to

the General Assembly on an annual basis with a focus on persistent and emerging challenges to the promotion of durable peace and sustainable development in Africa, as well as on the approach and support of the United Nations system. The Assembly further requested the Secretary-General to strengthen the role of the interdepartmental task force on African affairs.

11.6 In accordance with the mandate provided in the resolutions of the General Assembly, the programme aims to: (a) mobilize support and galvanize the efforts of the international community for economic development and peace in Africa; (b) ensure that the development of Africa remains one of the main priorities of the international community; (c) promote a supportive international framework for African development efforts; (d) encourage a coordinated and effective response by the United Nations system at the policy and operational levels in support of African development; and (e) strengthen and enhance South-South cooperation in support of Africa's advancement.

11.7 Regional and international efforts have focused on the implementation of the NEPAD programme and on assisting Africa's efforts to develop a robust peace and security architecture. The programme will support those efforts through a mix of analytical work, advocacy and outreach, and by improving coordination of the work of the United Nations system in support of Africa's development.

11.8 The Office of the Special Adviser on Africa provides overall coordination and leadership of the programme, which will be the joint responsibility of the Office, ECA and the Department of Public Information.

11.9 In the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation, held in Nairobi from 1 to 3 December 2009 (General Assembly resolution 64/222, annex), Member States reaffirmed their commitment to South-South and triangular cooperation, and welcomed the increasing economic dynamism of some of the new emerging development partners, whose impact and influence have been evident in Africa. Building on its previous work, the Office will continue to support African countries to take maximum advantage of South-South cooperation in addressing their development challenges.

11.10 Furthermore, in the outcome document of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, held in 2010, Heads of State and Government requested the Secretary-General to report annually on progress in the implementation of the Millennium Development Goals until 2015 and to make recommendations in his annual reports, as appropriate, for further steps to advance the United Nations development agenda beyond 2015 (see resolution 65/1, para. 81). With this in mind, several processes have been launched to support the development of the United Nations development agenda beyond 2015. Given that the majority of African countries are lagging behind in meeting the Millennium Development Goals and are unlikely to meet most of the goals, the special situation of Africa should feature prominently in the development agenda beyond 2015. In this regard, the Office will work closely with ECA, the African Union Commission, the NEPAD Planning and Coordinating Agency and the African Group in New York to ensure that Africa's concerns and perspectives are duly taken into consideration in the articulation of the United Nations development agenda beyond 2015.

11.11 At its twelfth session, in October 2011, the Regional Coordination Mechanism recommended closer collaboration between its secretariat and the secretariat for the Millennium Development Goals Africa Working Group to build on the United Nations support for the African Union through the Ten-Year Capacity-Building Programme starting in 2012, based on the agreement signed by the two entities in 2006. Consequently, through its support to NEPAD, the programme will contribute substantively to the implementation of the Millennium Development Goals in Africa. The Interdepartmental/Inter-agency Task Force on Africa, chaired by the Office of the Special Adviser on Africa, continues to play a significant role in coordinating the activities of the Secretariat in

support of attaining the Millennium Development Goals and shaping the United Nations development agenda beyond 2015 that would meet Africa's expectations.

11.12 The General Assembly, in its resolution 66/293, decided to establish a United Nations monitoring mechanism to review the implementation of commitments made towards Africa's development, with the mandate vested in the Office of the Special Adviser on Africa. The Assembly also decided to conduct a biennial review under the aegis of the Assembly in the context of its agenda item on the development of Africa, and requested the Secretary-General to submit to it at its sixty-ninth session, in October 2014, the first biennial report on the review of the implementation of commitments made towards Africa's development.

11.13 Resolution 66/293 reflects the increasing recognition of the importance of mutual accountability and partnership in achieving development outcomes. Various monitoring mechanisms, such as the ECA/Organization for Economic Cooperation and Development report *Mutual Review of Development Effectiveness in Africa* and the *Global Monitoring Report*, published by the World Bank and the International Monetary Fund, have revealed a considerable gap between pledges and actual implementation. Thus, the effective implementation of commitments by all partners, starting with African countries, will be critical to scaling up progress towards internationally agreed development goals, including the Millennium Development Goals and those of the New Partnership for Africa's Development, as enshrined in the NEPAD document.[2] Against this backdrop, the United Nations monitoring mechanism was established. Its objective is to ensure the increased implementation of commitments through mutual accountability. Mutual accountability would not only act as a key element for achieving development in the continent, but it would also reinvigorate the global partnership for Africa. Increased transparency to be derived from the United Nations monitoring mechanism would also further strengthen support for Africa's development through mobilizing a strong coalition for development results in donor countries. The United Nations monitoring mechanism will help to ensure the effective use of resources in order to keep the political momentum on development assistance. It will also help to demonstrate that aid is working and providing value for money.

11.14 In this regard, the Office of the Special Adviser on Africa will undertake a series of activities, including consultations with a broad spectrum of stakeholders, which will culminate in the organization of the General Assembly review of the implementation of commitments made towards Africa's development, in October 2014, in the context of its debate on Africa. Since the United Nations monitoring mechanism will cover a wide range of sectors and partners, an extensive database of statistics will be developed, on which the analysis of the report will be based. Building on existing monitoring mechanisms, the report will be analytical and assess progress in the implementation of the commitments made towards Africa's development across a wide range of sectors and by various partners, beginning with African countries and the traditional, new and emerging development partners.

11.15 At the United Nations Conference on Sustainable Development (Rio+20), convened in June 2012, Member States reaffirmed their commitment to the political declaration on Africa's development needs and the New Partnership for Africa's Development (see General Assembly resolution 66/288), and called upon the United Nations regional commissions, the United Nations organizations and bodies, other relevant intergovernmental and regional organizations, international financial institutions and major groups involved in sustainable development, according to their respective mandates, to support developing countries upon request to achieve sustainable development, including through, inter alia, green economy policies in the context of sustainable development and poverty eradication. At the Conference, Member States also decided to establish an inclusive and transparent intergovernmental process on sustainable development

[2] The New Partnership for Africa's Development (NEPAD), October 2001.

goals that is open to all stakeholders, with a view to developing global sustainable development goals to be agreed by the General Assembly by constituting an open working group comprising of 30 representatives nominated by Member States from the five regional groups. In response to this mandate, the Office of the Special Adviser on Africa will support the participation of African countries in this process, with the view of ensuring that their development concerns, in particular relating to the patterns of production and consumption, as well as the means of implementation for sustainable development, are taken into consideration in the formulation of the sustainable development goals. More specifically, the Office will support the participation of African countries in intergovernmental negotiations on the articulation of a sustainable development financing strategy as agreed at the Conference.

Overview of resources

11.16 The overall resources proposed for the biennium 2014-2015 for this section amount to $13,171,600 before recosting, reflecting a decrease of $127,900 (or 1.0 per cent) compared with the 2012-2013 resources at revised rates. Resource changes are in line with General Assembly resolution 67/248.

11.17 The distribution of resources is reflected in tables 11.3 to 11.5 below.

Table 11.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Technical adjustments (delayed impact and non-recurrent)*	*New mandates and inter-component changes*	*In line with resolution 67/248*	*Reflected in budget outline report[a]*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2014-2015 estimate*
A. Programme of work											
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	6 307.3	8 920.6	–	–	–	–	–	–	8 920.6	285.0	9 205.6
2. Regional coordination of and support for the New Partnership for Africa's Development	1 526.9	1 943.5	–	–	(58.0)	–	(58.0)	(3.0)	1 885.5	153.2	2 038.7
3. Public information and awareness activities in support of the New Partnership for Africa's Development	2 109.2	2 435.4	–	–	(69.9)	–	(69.9)	(2.9)	2 365.5	82.5	2 448.0
Subtotal, 1	**9 943.4**	**13 299.5**	**–**	**–**	**(127.9)**	**–**	**(127.9)**	**(1.0)**	**13 171.6**	**520.7**	**13 692.3**

(2) *Extrabudgetary*

Component	2010-2011 expenditure	2012-2013 estimate	2014-2015 estimate
A. Programme of work	–	1 286.0	974.2
Subtotal, 2	**–**	**1 286.0**	**974.2**
Total	**9 943.4**	**14 585.5**	**14 666.5**

[a] A/67/529 and Corr.1.

Table 11.4 **Post resources**

Category	Established regular budget		Temporary				Total	
			Regular budget		Extrabudgetary			
	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
Professional and higher								
USG	1	1	–	–	–	–	1	1
D-2	1	1	–	–	–	–	1	1
D-1	2	2	–	–	–	–	2	2
P-5	4	4	–	–	–	–	4	4
P-4/3	17	17	–	–	–	–	17	17
Subtotal	**25**	**25**	**–**	**–**	**–**	**–**	**25**	**25**
General Service								
Principal level	1	1	–	–	–	–	1	1
Other level	8	8	–	–	–	–	8	8
Subtotal	**9**	**9**	**–**	**–**	**–**	**–**	**9**	**9**
Other								
Local level	1	1	–	–	–	–	1	1
Subtotal	**1**	**1**	**–**	**–**	**–**	**–**	**1**	**1**
Total	**35**	**35**	**–**	**–**	**–**	**–**	**35**	**35**

Table 11.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Extrabudgetary
A. Programme of work		
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	67.7	38.7
2. Regional coordination of and support for the New Partnership for Africa's Development	14.3	61.3
3. Public information and awareness activities in support of the New Partnership for Africa's Development	18.0	–
Total	**100.0**	**100.0**

Changes in line with General Assembly resolution 67/248

11.18 Resource changes of $127,900 are proposed in line with General Assembly resolution 67/248, as outlined in table 11.6 below.

Table 11.6 **Resource changes in line with General Assembly resolution 67/248**

Item	*Net reductions in inputs*	*Narrative*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Programme of work** *Subprogramme 2* Reduction: General temporary assistance	**Redistribution of temporary assistance** Total reduction: $58,000 General temporary assistance for the preparation of background and working documents to improve the effectiveness of the United Nations entities and assess progress in advancing the NEPAD programme would be reduced. Functions would be absorbed using the remaining general temporary assistance affecting the depth of preparatory research.	–	–
2	**Programme of work** *Subprogramme 3* Reduction: Personal service contracts Contractual services General operating expenses	**Reduced quantity of information materials** Total reduction: $69,900 The proposed reductions would limit resources available to produce stories and news features from stringers to keep the website of the Department of Public Information updated, to prepare information products such as brochures and posters, and to translate some stories into languages other than English.	–	**Programme of work** *Subprogramme 3* Table 11.13 (a) (i): "increased number of visits and page views on the *Africa Renewal* online website" Estimate 2012-2013: 1.1 million Target 2014-2015: 1 million

Extrabudgetary resources

11.19 The total projected extrabudgetary resources, amounting to $974,200, would complement resources from the regular budget to finance activities in the broad priority areas to support Africa's development. Under subprogramme 1, the projected extrabudgetary resources amount to $377,000 and represent an increase of $191,000 above the estimates for the biennium 2012-2013 ($186,000). The projected increase reflects resource mobilization efforts strengthened through the development of project proposals to be shared with potential contributors and other development partners. The extrabudgetary resources play an important role in involving a broader range of civil society and private sector actors in activities relating to NEPAD, including expert group meetings and panel discussions. Under subprogramme 2, the projected extrabudgetary resources amount to $597,200 and represent a decrease of $502,800, compared with the estimates for the biennium 2012-2013 ($1,100,000). The decrease reflects the changes in required activities. For 2012-2013, it was envisaged that a high level of resources would be needed to ensure the implementation of

activities, such as establishing and supporting the development of subregional clusters under the Regional Coordination Mechanism, needs assessment exercises and a wide range of capacity training activities. For 2014-2015, those types of activities would be reduced as the capacity has been improved and therefore many activities can be undertaken by the various agencies. The extrabudgetary resources would contribute to ensuring the quality and timely delivery of outputs and services of the subprogramme in enhancing coordination and cooperation among United Nations agencies and regional economic communities in support of the implementation of the African Union and NEPAD programmes.

Other information

11.20 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation would amount to $153,100, representing a total of seven work-months of Professional staff and eight work-months of General Service (Other level) staff for the biennium 2014-2015, funded from regular budget resources; and three work-months of Professional staff funded from extrabudgetary resources.

11.21 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 11.7 below and as distributed in the output information for each subprogramme.

Table 11.7 **Summary of publications**

	2010-2011 actual			*2012-2013 estimate*			*2014-2015 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	20	–	–	–	4	12	–	2	12
Non-recurrent	3	9	13	–	9	4	–	–	10
Total	**23**	**9**	**13**	**–**	**13**	**16**	**–**	**2**	**22**

A. Programme of work

11.22 The distribution of resources by subprogramme is reflected in table 11.8 below.

Table 11.8 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	8 920.6	8 920.6	23	23
2. Regional coordination of and support for the New Partnership for Africa's Development	1 943.5	1 885.5	5	5

	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
3. Public information and awareness activities in support of the New Partnership for Africa's Development	2 435.4	2 365.5	7	7
Subtotal	**13 299.5**	**13 171.6**	**35**	**35**
B. Extrabudgetary	1 286.0	974.2	–	–
Total	**14 585.5**	**14 145.8**	**35**	**35**

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Resource requirements (before recosting): $8,920,600

11.23 The responsibility for this subprogramme is vested in the Office of the Special Adviser on Africa, which will be proactive in working closely with Member States, the African Union, the NEPAD Planning and Coordinating Agency and the entire United Nations system (including the Bretton Woods institutions) in the performance of its function. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 9 of the biennial programme plan for the period 2014-2015.

Table 11.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international community support for Africa's economic development, in general, and for NEPAD, in particular	(a) (i) Increased number of United Nations system activities in support of Africa's development *Performance measures* 2010-2011: 140 activities Estimate 2012-2013: 145 activities Target 2014-2015: 148 activities

	(ii) Increased number of international forums addressing South-South cooperation in support of Africa *Performance measures* 2010-2011: 8 forums Estimate 2012-2013: 10 forums Target 2014-2015: 11 forums
(b) Improved United Nations coordination in providing support to Africa's development	(b) Increased number of joint initiatives in support of Africa's development undertaken by United Nations system agencies *Performance measures* 2010-2011: 45 joint activities Estimate 2012-2013: 50 activities Target 2014-2015: 52 activities
(c) Increased international awareness of Africa's development issues	(c) Increased number of visits to the websites of the Office of the Special Adviser on Africa *Performance measures* 2010-2011: 400 visits Estimate 2012-2013: 500 visits Target 2014-2015: 650 visits

External factors

11.24 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States continue to demonstrate the political will to implement effective actions in support of NEPAD and the African agenda in general; (b) the private sector and civil society, not only internationally, but especially in Africa itself, show their willingness to be involved in the implementation of NEPAD; and (c) all partners implement their financial pledges and other commitments in support of NEPAD.

Outputs

11.25 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings in connection with the agenda item entitled "New Partnership for Africa's Development: progress in implementation and international support", including the review of the implementation of commitments made towards Africa's development (8);

b. Parliamentary documentation: reports on the New Partnership for Africa's Development: progress in implementation and international support (2); progress reports on the causes of conflict and the promotion of durable peace and sustainable development in Africa (2); report on the review of the implementation of commitments towards Africa's development (1);

(ii) Economic and Social Council: substantive servicing of Economic and Social Council meetings related to items on Africa's development (2);

(iii) Committee for Programme and Coordination:

a. Substantive servicing of meetings in connection with the Committee for Programme and Coordination during its consideration of the report of the Secretary-General on the United Nations system support for the New Partnership for Africa's Development (3);

b. Parliamentary documentation: United Nations system support for the New Partnership for Africa's Development (2);

(iv) Ad hoc expert groups: the role of natural resources in development, peace and security (1); the role of public-private partnerships in development in Africa (1); the nexus between peacekeeping and peacebuilding in Africa (1); conflict-induced migration and its impact on peace and security in Africa (1); panel discussion on efforts towards an African continental free-trade area (1); panel discussion on the African Diaspora and the International Year of the People of African Descent (1);

(v) Inter-agency meetings: coordination of the Advocacy and Communications Cluster of the Regional Coordination Mechanism (2); coordination of the Interdepartmental/ Inter-agency Task Force on Africa (4);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: e-folder on United Nations system support for the New Partnership for Africa's Development (2);

(ii) Non-recurrent publications: report on the role of natural resources in development, peace and security in Africa (1); report on the role of public-private partnerships in development in Africa (1); report on the nexus between peacekeeping and peacebuilding in Africa (1); report of the panel discussion on efforts towards an African continental free-trade area (1); report of the panel discussion on the African Diaspora and the International Year of the People of African Descent (1); report on conflict-induced migration and its impact on peace and security in Africa (1); updated policy briefs related to the policy developments (2);

(iii) Seminars for outside users: briefings of Member States and other stakeholders, including the private sector and civil society, on current and emerging issues regarding Africa's development and progress in the implementation of the New Partnership for Africa's Development and on follow-up to the United Nations global conferences (8);

(iv) Technical materials: maintaining the database on African non-governmental organizations (1); maintaining the website of the Office of the Special Adviser on Africa (www.un.org/africa/osaa) (1).

11.26 The distribution of resources for subprogramme 1 is reflected in table 11.10 below.

Table 11.10 **Resource requirements: subprogramme 1 (Coordination of global advocacy of and support for the New Partnership for Africa's Development)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	7 422.0	7 422.0	23	23
Non-post	1 498.6	1 498.6	–	–
Subtotal	**8 920.6**	**8 920.6**	**23**	**23**
B. Extrabudgetary	186.0	377.0	–	–
Total	**9 106.6**	**9 297.6**	**23**	**23**

11.27 Resources in the amount of $8,920,600 are required for the continuation of 23 posts (1 USG, 1 D-2, 2 D-1, 2 P-5, 4 P-4, 7 P-3, 1 General Service (Principal level) and 5 General Service (Other level)), and non-post operational resources, including other staff costs, consultants, experts, travel of staff and contractual services.

11.28 The projected extrabudgetary resources, amounting to $377,000, will complement resources from the regular budget to finance follow-up activities relating to the Fifth Tokyo International Conference on African Development, to be held in June 2013; activities for enhancing human security in Africa; the implementation of the monitoring mechanism on African and donor commitments; the preparation of policy papers on emerging issues in Africa with emphasis on the nexus between peace, security and development; and the preparation of advocacy and promotional materials relating to NEPAD.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Resource requirements (before recosting): $1,885,500

11.29 Substantive responsibility for this subprogramme is vested in the Economic Commission for Africa. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 9 of the biennial programme plan for the period 2014-2015.

Table 11.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the United Nations system-wide support for the African Union and its New Partnership for Africa's Development programme, at the regional and subregional levels, including the implementation of the United Nations Ten-Year Capacity-Building Programme for the African Union

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the African Union and its NEPAD programme at the regional and subregional levels	(a) Increased number of joint projects implemented by the Regional Coordination Mechanism clusters in support of the African Union and its NEPAD programme at the regional and subregional levels *Performance measures* 2010-2011: 14 joint projects Estimate 2012-2013: 16 joint projects Target 2014-2015: 18 joint projects
(b) Enhanced capacity of regional and subregional organizations, particularly the African Union, the NEPAD Planning and Coordinating Agency and regional economic communities to design, implement and monitor their programmes	(b) Increased number of capacity-building joint projects implemented at the regional and subregional levels within the Regional Coordination Mechanism in Africa *Performance measures* 2010-2011: 4 joint projects Estimate 2012-2013: 4 joint projects Target 2014-2015: 6 joint projects

External factors

11.30 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) United Nations agencies and organizations working for Africa are committed to the implementation of joint activities and programmes in support of the African Union and its NEPAD programme and the attainment of the United Nations Millennium Development Goals; and (b) African regional and subregional bodies, including regional economic communities and intergovernmental organizations are supportive of the United Nations efforts to strengthen coordinated system-wide support for the African Union and NEPAD.

Outputs

11.31 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: annual session of the Regional Coordination Mechanism of United Nations agencies and organizations working in Africa in support of NEPAD (12);

(ii) Parliamentary documents: reports to the annual sessions of the Regional Coordination Mechanism in Africa in support of the African Union and NEPAD (2); reports to the annual sessions of the subregional coordination mechanisms of the United Nations system-wide support for the implementation of NEPAD at the subregional level (2); reports to the Conference of African Ministers of Finance, Planning and Economic Development on United Nations support to the African Union and NEPAD programmes (2);

(iii) Ad hoc expert groups: strengthening subregional coordination in support of the African Union and NEPAD (1); enhancing monitoring and evaluation in the Regional Coordination Mechanism (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Non-recurrent publications: strengthening subregional coordination in support of the African Union and NEPAD (1); enhancing monitoring and evaluation in the Regional Coordination Mechanism (1);

(ii) Booklets, pamphlets, fact sheets, wallcharts, information kits: booklets and other promotional materials highlighting best practices and effective joint programmes in support of the implementation of NEPAD by United Nations agencies, the African Union Commission, the NEPAD Planning and Coordinating Agency and regional economic communities (2);

(iii) Technical materials: preparing and updating of guidelines for enhancing coordination of the Regional Coordination Mechanism cluster and subcluster activities (2);

(iv) Substantive servicing of inter-agency meetings: functional support for the meetings of the nine United Nations clusters of the Regional Coordination Mechanism in support of NEPAD and capacity-building for the African Union (2);

(v) Contribution to joint outputs: functional support for the Subregional Coordination Mechanism in the implementation of the programmes of regional economic communities (1); functional support for meetings and activities on capacity-building support to the African Union in the context of the United Nations Ten-Year Capacity-Building Programme for the African Union (1); advocacy and outreach activities for NEPAD in collaboration with the Office of the Special Adviser on Africa, the Department of Public Information, the NEPAD Planning and Coordinating Agency and regional economic communities (1);

(c) Technical cooperation (regular budget and extrabudgetary):

(i) Advisory services: provision of advisory services to Member States, the African Union Commission, the NEPAD Planning and Coordinating Agency, regional economic communities, the African Partnership Forum, the NEPAD Steering Committee and the African Peer Review Mechanism secretariat in support of the priorities of the African Union, NEPAD and regional economic communities as well as of the Millennium Development Goals (12);

(ii) Training courses, seminars and workshops: workshop on strengthening subregional coordination in support of the African Union and NEPAD (1); training on monitoring and evaluation in the Regional Coordination Mechanism (1).

11.32 The distribution of resources for subprogramme 2 is reflected in table 11.12 below.

Table 11.12 **Resource requirements: subprogramme 2 (Regional coordination of and support for the New Partnership for Africa's Development)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	1 414.0	1 414.0	5	5
Non-post	529.5	471.5	–	–
Subtotal	**1 943.5**	**1 885.5**	**5**	**5**
B. Extrabudgetary	1 100.0	597.2	–	–
Total	**3 043.5**	**2 482.7**	**5**	**5**

11.33 Resources in the amount of $1,885,500, reflecting a decrease of $58,000, would provide for the continuation of five posts (1 P-5, 2 P-4, 1 P-3 and 1 Local level), and non-post requirements under other staff costs, consultants, experts and travel of staff. The decrease in non-post resources, which arises from a reduction in general temporary assistance, relates to changes in line with General Assembly resolution 67/248, as reflected in table 11.6, item 1, "redistribution of temporary assistance", of the present report.

11.34 The projected extrabudgetary resources, amounting to $597,200, will complement resources from the regular budget to finance activities such as the provision of advisory services; the organization of seminars, workshops and meetings in support of the African Union, the Regional Coordination Mechanism and NEPAD; and the substantive servicing of the annual sessions of the Regional Coordination Mechanism; as well as to cover the cost of translation and interpretation.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Resource requirements (before recosting): $2,365,500

11.35 Substantive responsibility for the subprogramme lies with the Department of Public Information. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 9 of the biennial programme plan for the period 2014-2015.

Table 11.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To raise international support for the economic, political and social development of Africa, as well as of the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic recovery and sustainable development in Africa	(a) (i) Increased number of visits and page views on the *Africa Renewal* online website *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 1.1 million Target 2014-2015: 1 million (ii) Increased number of online news features picked up and reprinted or republished by local media as a result of continuing interest *Performance measures* 2010-2011: 750 news features Estimate 2012-2013: 800 news features Target 2014-2015: 1,000 news features

External factors

11.36 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that external media (editors and journalists) are willing to accept publication materials prepared and disseminated by the Africa Section. The quality of the information that can be prepared by the subprogramme is influenced by the ability of partners (United Nations agencies, the African Union, the NEPAD Planning and Coordinating Agency, stakeholders in Africa and the international community) to share information on their activities related to the goals, challenges and accomplishment of NEPAD.

Outputs

11.37 During the biennium 2014-2015, the following outputs will be delivered:

Other substantive activities (regular budget):

(i) Recurrent publications: *Africa Renewal* in English (6) and French (6);

(ii) Press releases, press conferences, booklets, fact sheets, wallcharts, information kits: press briefings, press releases, briefing papers, information kits, media advisories, fact sheets, wallcharts on major international, regional and local initiatives and developments that support or have an impact on Africa's economic and social development (2);

(iii) Media outreach: promotion of information materials produced by the Africa Section through media liaison with editors and writers in major African media and with major donor and other countries to place these articles and to include relevant information on United Nations support for Africa in their own materials (2);

(iv) Technical material: *Africa Renewal* online (English and French versions): develop and maintain the website, produce content tailored to the media and others interested in Africa's development for access through the website and create the site design to optimize audience access (www.un.org/africarenewal) (2);

(v) Contribution to joint outputs: contribution to the work of the Advocacy and Communications Cluster of the Regional Coordination Mechanism and United Nations mechanism for coordination of the New Partnership for Africa's Development (2).

11.38 The distribution of resources for subprogramme 3 is reflected in table 11.14 below.

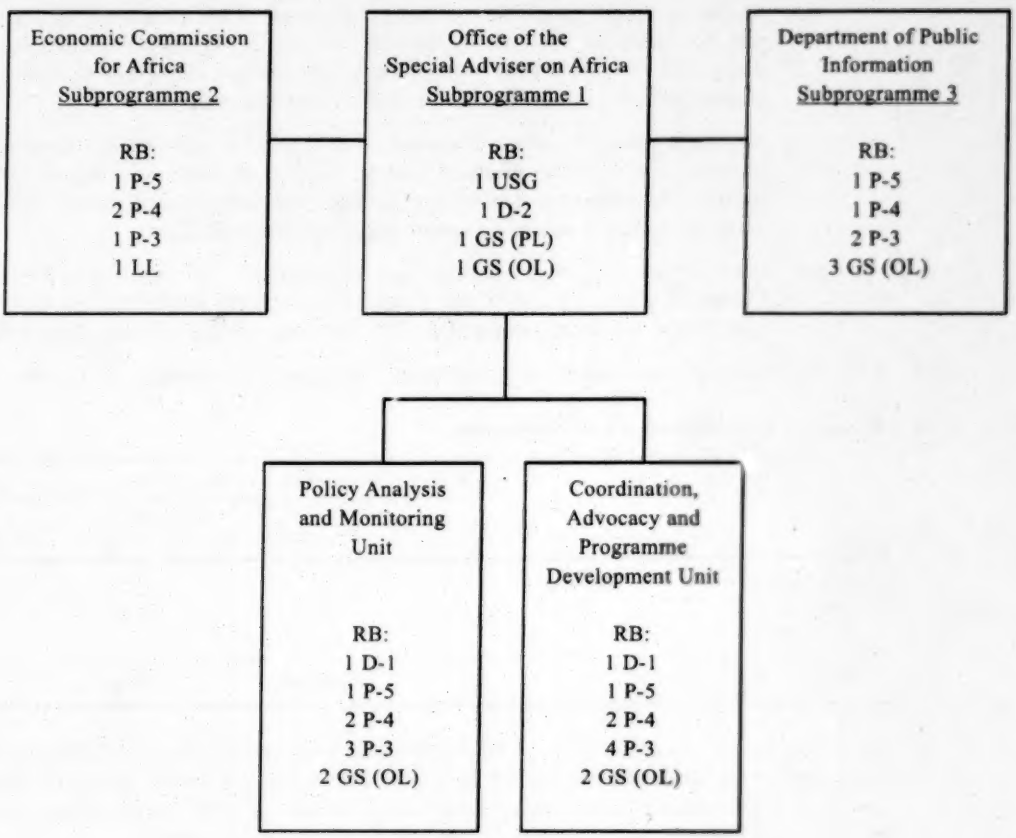
Table 11.14 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Post	1 837.1	1 837.1	7	7
Non-post	598.3	528.4	–	–
Total	**2 435.4**	**2 365.5**	**7**	**7**

11.39 Resources in the amount of $2,365,500, reflecting a net reduction of $69,900, would provide for the continuation of seven posts (1 P-5, 1 P-4, 2 P-3 and 3 General Service (Other level)) and non-post requirements under other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The decrease in non-post resources, which arises from reduced provisions for personal contracts for editorial and translation services (under other staff costs), contractual services (in terms of external printing) and general operating expenses, reflects the changes in line with General Assembly resolution 67/248 as reflected in table 11.6, item 2, "Reduced quantity of information materials", of the present report.

Annex I

Organizational structure and post distribution for 2014-2015



Annex II

Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015

A/66/6 (Sect. 11), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development			
11.22 (b) (i)	An overview of African Peace and Development: topical issues in the implementation of the New Partnership	1	The content from this output has been mainstreamed across all the other activities of the Office.
11.22 (b) (i)	Directory of African non-governmental organizations	1	The directory information has been incorporated into the web-based electronic database, which is a separate output.
11.22 (b) (iv)	Database on African non-governmental organizations	1	The database information has been incorporated into the web-based electronic database, which is a separate output.
Total		**3**	